

## AWARENESS

Understand that Differences Exist

## ACCEPTANCE

Accept the Differences

## ACTION

Use it to your advantage. Avoid the pitfalls.

### More Information

Managing Cultural Differences - The Institute Center  
<http://open.hofstadter.com>  
Harvard Business Review on MC Team Management  
<http://hbr.org/hbr/1/Managing-multicultural-teams.html>  
Harvard Business Review on Managing MC Communications  
<http://blogs.hbr.org/2010/04/How-to-manage-multicultural-ty/>



## MANAGING MULTICULTURAL TEAMS



Geert Hofstede

Power Distance

Uncertainty Avoidance

Masculinity vs. Femininity

Individualism vs. Collectivism

Pragmatic vs. Normative

Indulgence vs. Restraint



Improving Productivity  
and Profitability.

Promotion of  
Humanistic Values.

Helping to  
Create a Pool  
of Talents.

Exchanging  
Innovative Ideas.

Meetings

Relationships

Risk Appetite

Communication

Giving Feedback

Formal vs. Informal  
Communication

Business vs.  
Personal Relations



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**BENEDIKT GRINDEL**  
DIRECTOR OF LIVE OPERATION

BENEDIKT.GRINDEL@BLUEBYTE.DE  
PHONE: +49 (0)211 33 800 538  
MOBILE: +49 (0)172 2 00 74 66  
FAX: +49 (0)211 33 800 152

**BLUE BYTE GMBH**  
ADLERSTRASSE 74 40211 DÜSSELDORF  
WWW.BLUEBYTE.DE



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**CHRISTOPHER SCHMITZ**  
DIRECTOR OF PRODUCT DEVELOPMENT

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PHONE: +49 (0)211 33 800 512  
MOBILE: +49 (0)172 23 22 935

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# Q & A



# MANAGING MULTICULTURAL TEAMS



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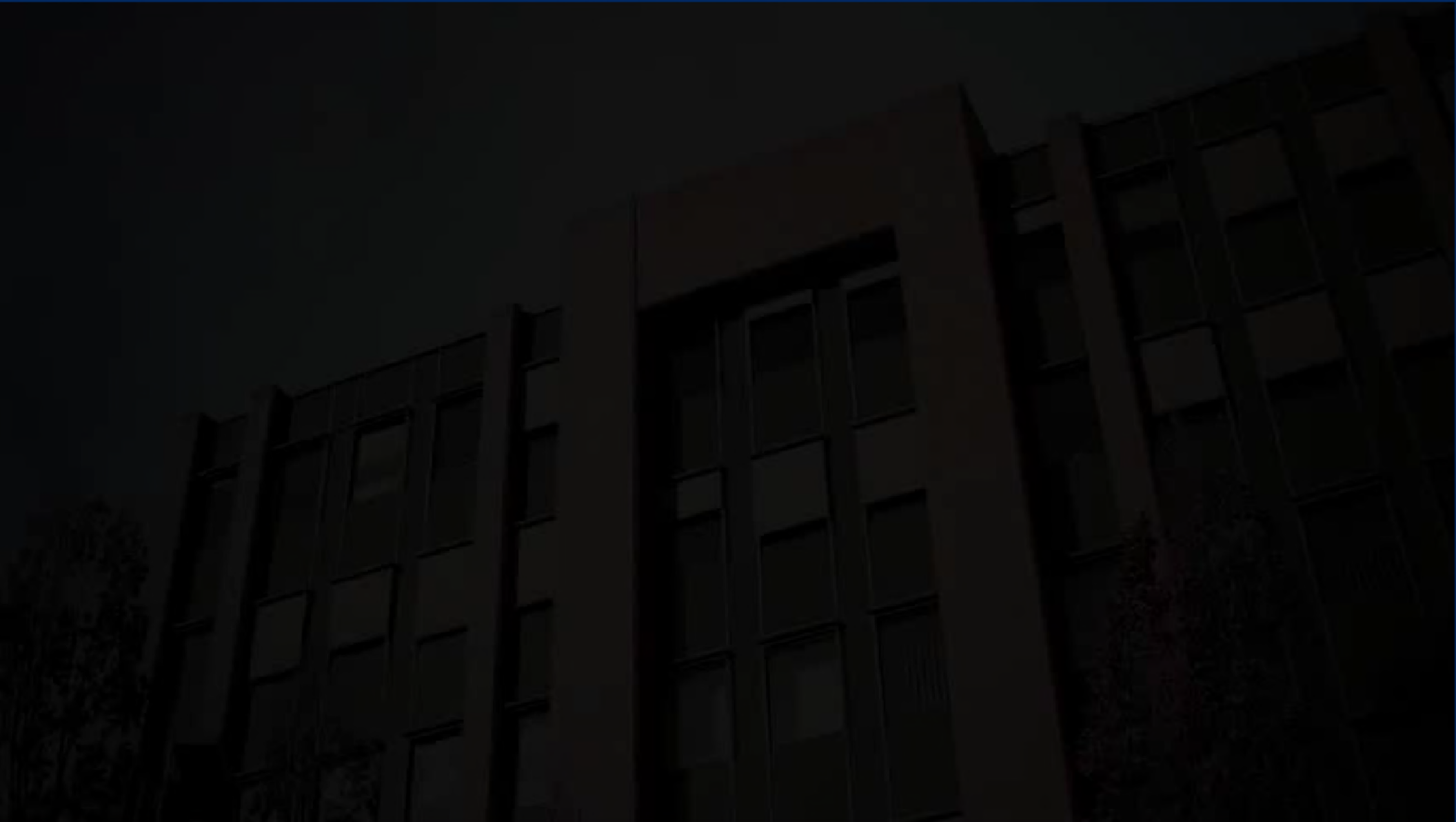
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# MANAGING MULTICULTURAL TEAMS





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Improving Productivity  
and Profitability.

Promotion of  
Humanistic Values.

Helping to  
Create a Pool  
of Talents.

Exchanging  
Innovative Ideas.

Meetings

Relationships





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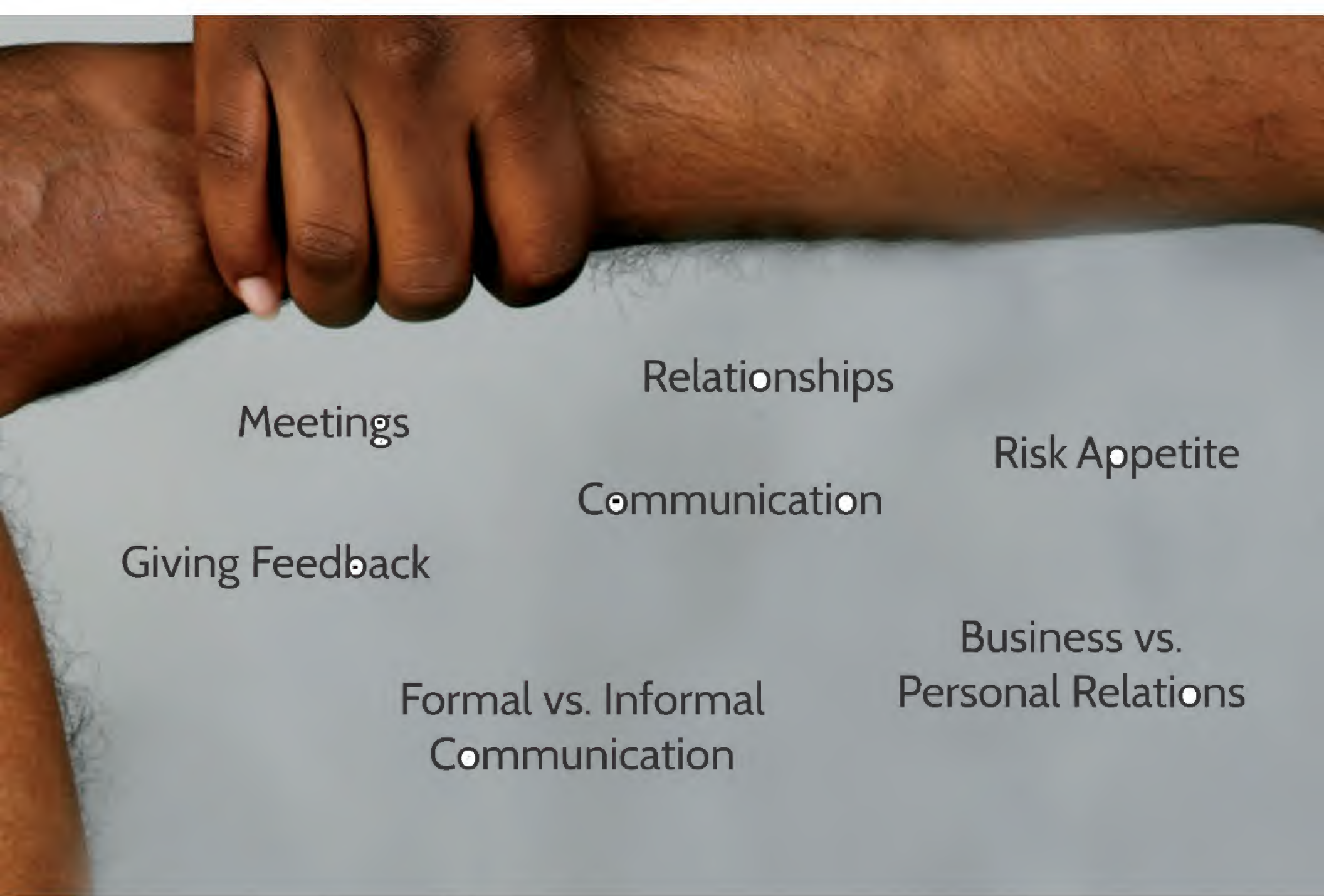
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Relationships

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Personal Relations

Formal vs. Informal  
Communication

# Meetings





reach decisions  
instinctual



start on time  
clear agenda



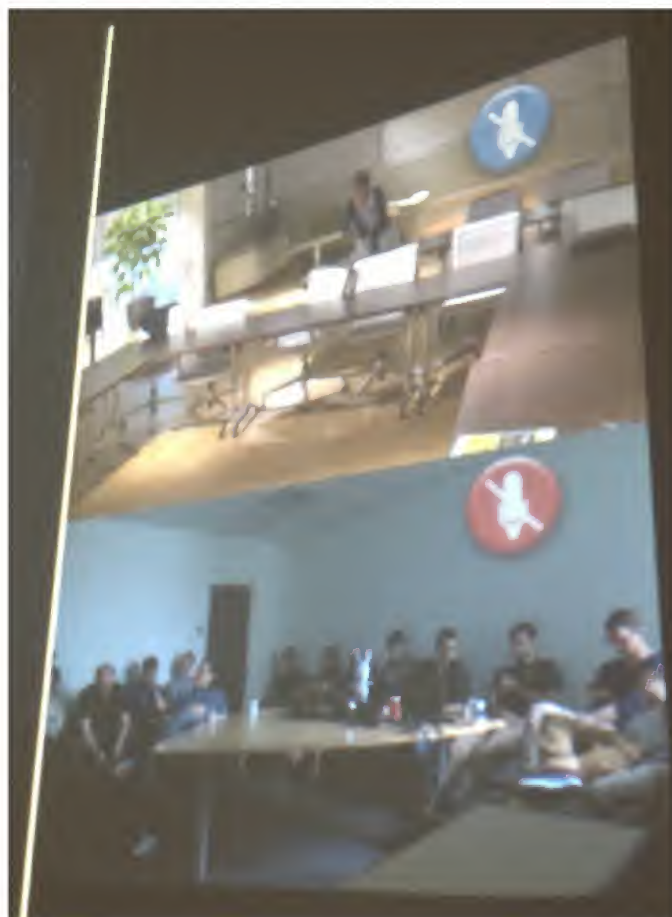
lively discussions  
think out of the box



confirm decision that  
was reached informally







# Meetings



# Relationships

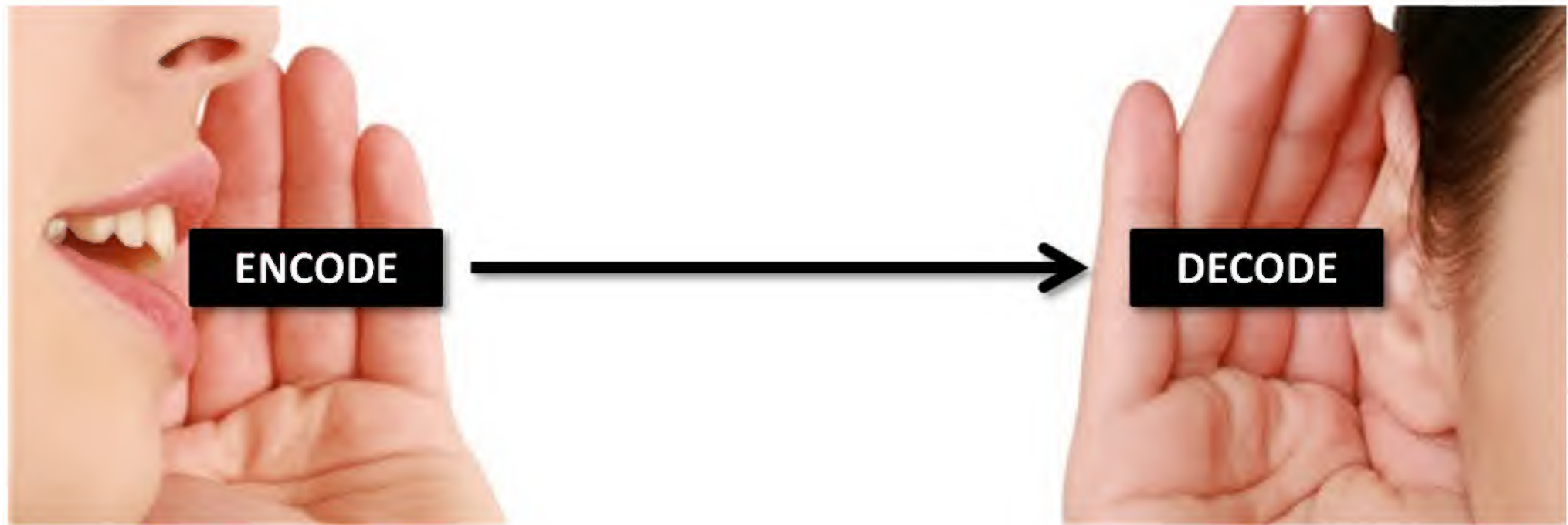
# Communication



*The receiver's understanding shows if communication has been successful.*



*The receiver's understanding shows if communication has been successful.*



*Both when ENCODING and when DECODING, messages are changed.*

# Relationships

# Communication

It's not my  
fault.



I'm sure it's  
my fault.

It was their  
fault.





Your idea is  
stupid.



That is an  
original point  
of view.

They like my  
ideas.



# Relationships

# Communication

# Business vs. Personal Relations



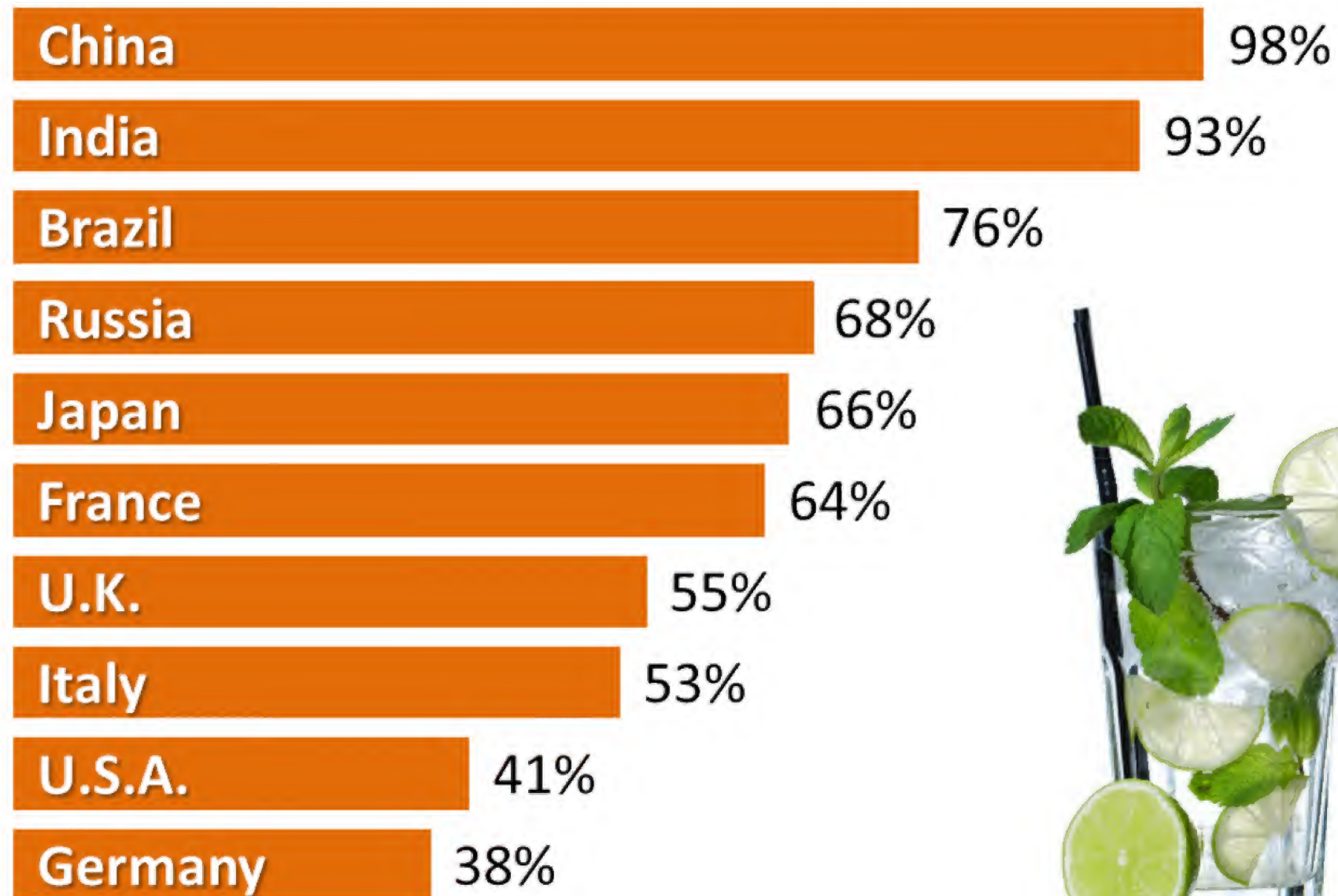


Wanna go  
for a drink?

Dienst ist Dienst  
und Schnaps ist  
Schnaps



# Who attends happy hours or other social events with co-workers?





Wanna go  
for a drink?

Dienst ist Dienst  
und Schnaps ist  
Schnaps





# Business vs. Personal Relations

# Giving Feedback



If you do not criticize, you give praise.



If you do not give praise, you criticize.



Nobody spoke with me recently. I think I will be fired.



# Giving Feedback

# Formal vs. Informal Communication





But I told you so  
last week!

Where is the  
formal request?





# Formal vs. Informal Communication

# Relationships

le is only  
monstrating  
is power.

Tel  
truth,  
it h

We can only do  
it this way!

Let us rethink  
this again.



**POWER DISTANCE**



He is only demonstrating his power.



We can only do it this way!

Let us rethink this again.

Tell the truth, even if it hurts.



**POWER DISTANCE**

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We can only do it this way!

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## POWER DISTANCE

high



low

# Individuals in societies are not equal



**Power Distance** is the extent to which less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally.



He is only demonstrating his power.



We can only do it this way!

Let us rethink this again.

Tell the truth, even if it hurts.



## POWER DISTANCE

high



low

# Relationships

# Risk Appetite





They do not  
manage the risks.  
We will fail.

They get lost  
in details.  
We will fail.

We will go  
for it!

But on page  
112 there is a  
problem.



## UNCERTAINTY AVOIDANCE

high



low

They do not  
manage the risks.  
We will fail.

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But on page  
112 there is a  
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UNCERTAINTY AVOIDANCE



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112 there is a  
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## UNCERTAINTY AVOIDANCE

high



low



# Should we try to control the future or just let it happen?



The extent to which the members of a culture feel threatened by ambiguous or unknown situations and have created beliefs and institutions that try to avoid these is reflected in the **Uncertainty Avoidance Index** score.

They do not  
manage the risks.  
We will fail.

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for it!

But on page  
112 there is a  
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## UNCERTAINTY AVOIDANCE

high

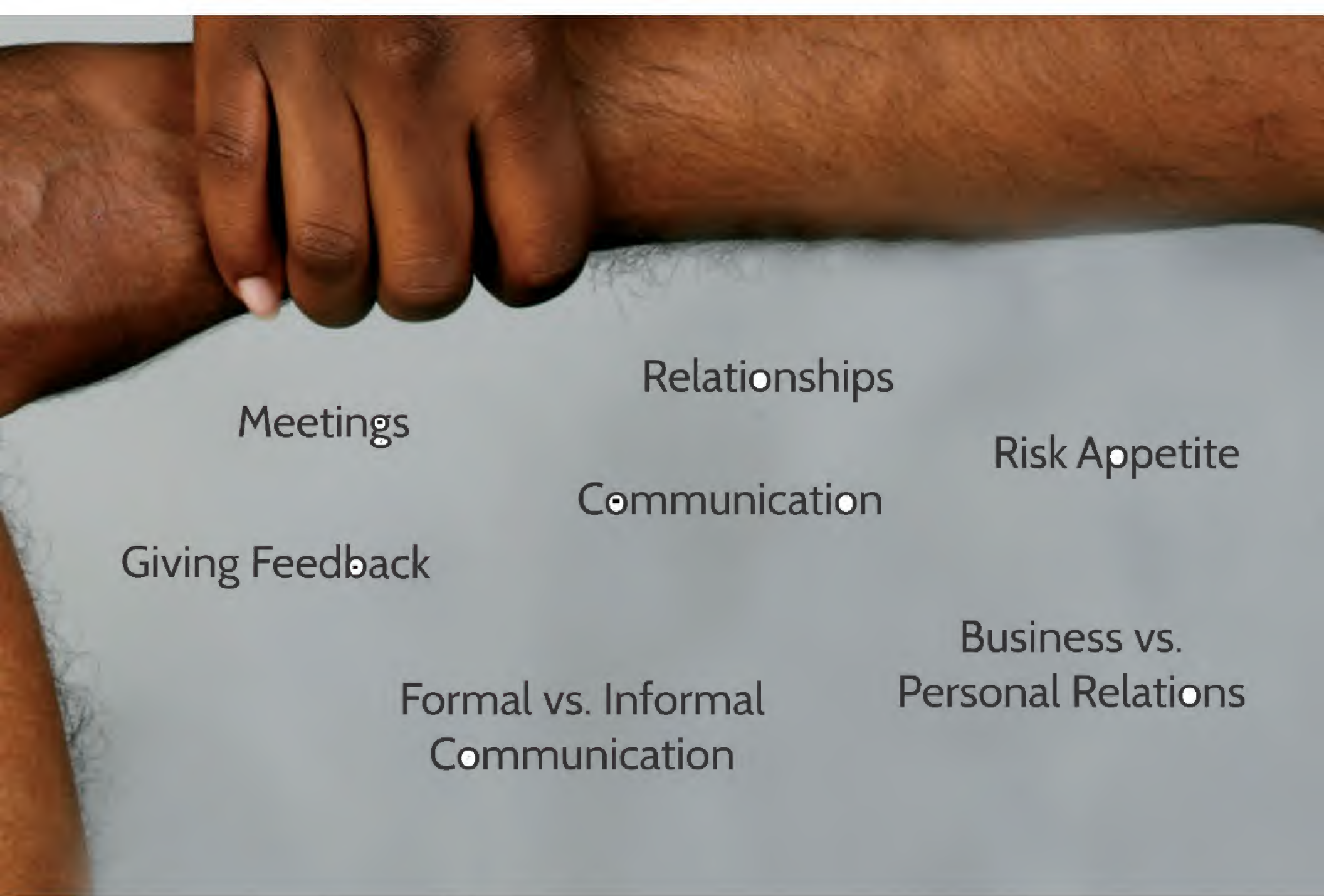


low

# Risk Appetite







Relationships

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Business vs.

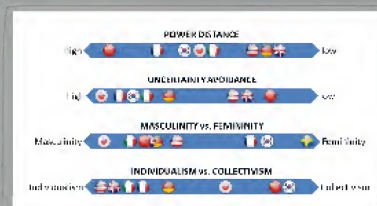
Personal Relations

Formal vs. Informal  
Communication



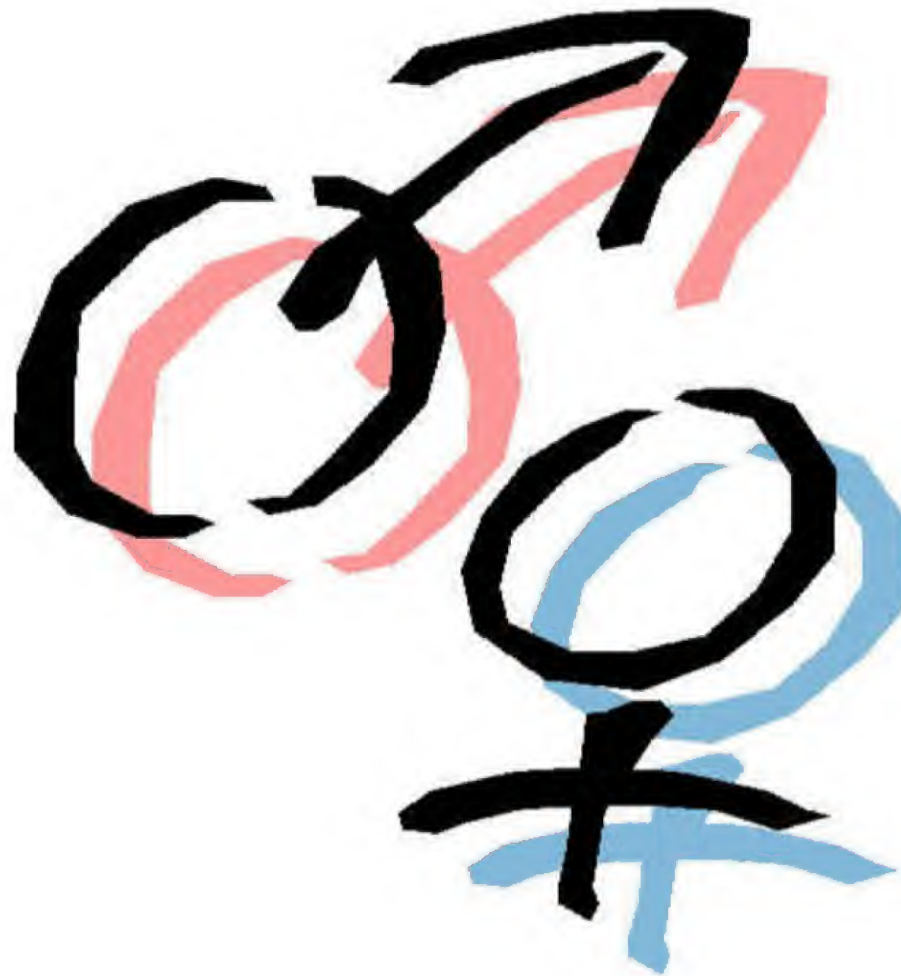
Geert Hofstede

Power Distance  
Uncertainty Avoidance  
Masculinity vs. Femininity  
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Indulgence vs. Restraint





**Masculinity** indicates that the society will be driven by competition, achievement and success, with success being defined by the winner / best in field.



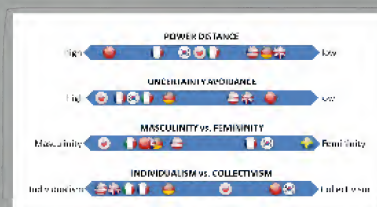
A **feminine** society is one where quality of life is the sign of success and standing out from the crowd is not admirable.





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In **Individualist** societies people are supposed to look after themselves and their direct family only.



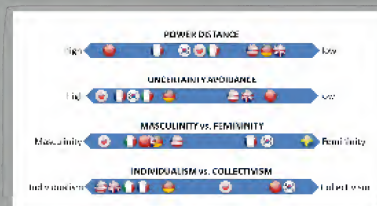
In **Collectivist** societies people belong to 'in groups' that take care of them in exchange for loyalty.





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# THE HOFSTEDE CENTRE

## THE HOFSTEDE CENTRE

### CULTURAL TOOLS

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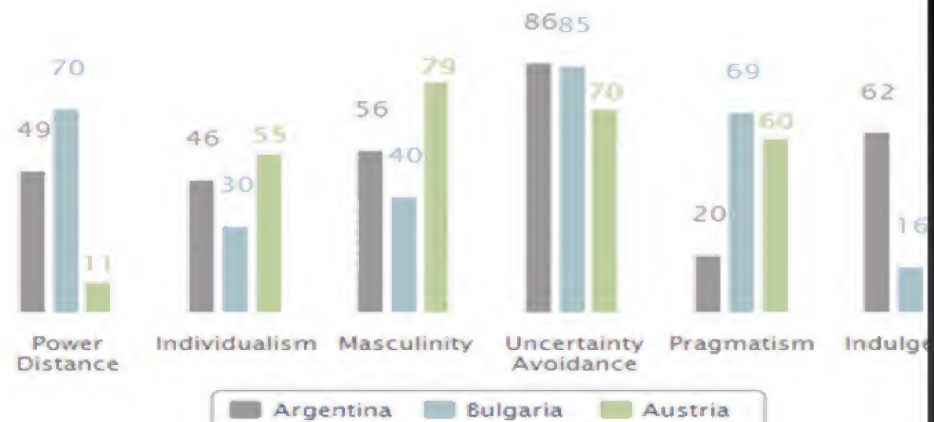
Select a Country

Austria

Complete  
Hofstede  
your  
survey

## Argentina

in comparison with Bulgaria and Austria



## What about Argentina?

If we explore Argentina's culture through the lens of the 6-D Model, we can get a good idea of Argentinean culture relative to other world cultures.

### Power distance

This dimension deals with the fact that all individuals in societies are not equal – it ex

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## POWER DISTANCE



## UNCERTAINTY AVOIDANCE



## MASCULINITY vs. FEMININITY



## INDIVIDUALISM vs. COLLECTIVISM

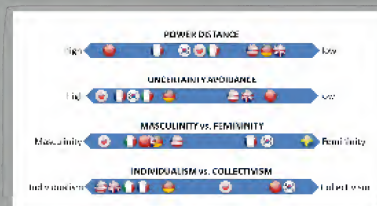






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# ACCEPTANCE

Accept the Differences.

# ACTION

Use it to your advantage. Avoid the pitfalls.





# Adaptation

acknowledging cultural gaps openly and working around them

# Structural Intervention

changing the shape of the team

# Managerial Intervention

setting norms early or bringing in a higher-level manager

# Exit

removing a team member when other options have failed

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# More Information

Homepage Geert Hofstede / The Hofstede Center

<http://geert-hofstede.com>

Harvard Business Review on MC Team Management

<http://hbr.org/2006/11/managing-multicultural-teams/ar/1>

Harvard Business Review on managing MC confrontations

<http://blogs.hbr.org/2012/04/how-to-manage-confrontation-in/>



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CULTURAL DIMENSIONS



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